

Whalley, J E C

Editor, "Review" Peterborough

Jan 1915
(112)

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January 30th, 1915

Dear Sir:

I have read with much interest the leader in the issue of Jan. 22nd for which I assure that I am indebted to your courtesy. It is very satisfactory to observe that you take a friendly attitude to the University, and that your criticisms are actuated by good-will. I have therefore felt that I should like to write you at length on this matter, not for publication but for your own perusal.

In taking the position that the University Governors must recognize the present financial condition of the country you are quite reasonable, and this has been done, for during the present academic year, since the opening of the war, we have cut down our expenses to a minimum. However, I think that I can show you that it would be extremely injurious to the University if the Government were arbitrarily to set a figure beyond which the University expenses should not go. Let me outline for you the causes of expenditure:

Non-controllable

- (a) Permanent charges for buildings authorised by the Government. 100,000
Economically built and absolutely necessary to house the growing numbers of students. No new buildings have been begun within the last three years. Unlike other Universities we have out of our income to pay interest on 40 year debentures for the erection of these buildings.
- (b) For the heating and lighting of the buildings. 40,000
A great saving since the new central system has been installed, the cost having dropped from 41 cents per sq. ft. of radiation to 21.15 cents.
- (c) The Royal Ontario Museum. 15,000
Half of this is paid by the Ontario Government, an amount agreed upon annually. We use it for our teaching purposes also.
- (d) The Residences and Dining Halls, self-supporting 53,600.

Partly-controllable.

- | | |
|--|-----------|
| (a) Salaries for members of the Staff and servants | \$557,800 |
| 65% of the total expenditure apart from the self-supporting institutions. | |
| (b) Maintenance of buildings (cleaning, repairs) laboratories, Library, administration apart from salaries | 198,700 |

That item for salaries may seem large, but on analysis it is divided ~~up~~ into those of the teaching staff and the administrative offices. It must be remembered that the university is educating 4200 students in attendance, there being no large number of summer session students, as in the American Universities, whose instruction is comparatively cheap. We have ~~nearly~~ ^{over} 2000 students in Arts, the expense of the costly departments being borne by the University of Toronto, - the scientific side and all the laboratories, and the large Library necessary for such varied and extensive work, in addition to all University College itself: ~~625~~ students in Medicine and as many in Applied Science, - both very expensive for maintenance. With our many degrees, the complicated collegiate system and the different courses in Arts, the administrative work is very heavy, and after careful consideration I do not see how our already overworked staff can be reduced.

On the teaching side the staff may seem to be large, but if you eliminate the medical teachers, who are numerous but who receive only honoraria for their instruction, it will be found that relatively to the number of students taught we have a small staff. As you know a teacher can not do justice to individuals in large classes. Under the departmental regulations for our Collegiate Institutes thirty pupils to a teacher are regarded as enough for him to deal with, yet we often double that in our language teaching. For practical laboratory work a demonstrator should not have more than twenty at the outside. As compared with the good American Universities we are understaffed.

The other cause of our expenditure on salaries is their scale. If you compare them with those of any large American University, especially in a city of the size of Toronto with its cost of living, you will discover that our scale of salaries is modest. At the bottom we find it extremely difficult to get good men to come and to stay with us. Unless we promote the best we lose them. In the intermediate ranks and at the top we are constantly having men tempted away by larger salaries, and in spite of what is commonly supposed, the supply of good men for academic positions especially Canadians is small. During the last few years other professions have offered much more lucrative inducements. Unless then we are to be content with a deteriorating staff we cannot reduce salaries.

Many years ago the plan was adopted of giving annual increments of \$100 a year to each teacher within certain grades. The necessary addition to the staff on account of incoming students and expanding departments and the promotions involve therefore an increase in the total amount paid every year in salaries.

As to maintenance, the cost of supplies has been constantly rising as well as labour. Buildings must be cleaned and kept in repair; laboratories must be supplied for students who pay fees, apparatus be installed for them to work with, and a certain amount must be set aside for the research work of professors. But I may assure you that these estimates are carefully scrutinised and pared down every year.

As to departments. No new faculties have been added since the reorganisation nine years ago. Within these a few new departments have been added from time to time, but only to meet necessary requirements so that in Medicine and Applied Science especially our students may be kept up to the standards of the professions.

If you could look through the University department by department you would discover not extravagance, but many places where we are not doing justice to the student and the province because being cramped for funds we have to leave some things unfinished or others unattempted that ought to be undertaken.

Probably the most obvious proof that we are running on a very low income considering the size of our student body, is a comparison of the cost per student in the larger American, or ^{the} English provincial universities with ours. I enclose a calculation I made two ¹⁹¹¹ years ago. To-day our cost per student has risen to \$206. *What there is now I cannot say.*

If then the work already undertaken has to be continued and if it cannot be done more cheaply unless the youth of our country are to get an inferior education, what is the Province to do?

(a) Limit the number of students? But we have put up standards so rapidly during the past five years that we are getting complaints from the country. And to turn back students from the Provincial University after they have passed our high standards of entrance would not be tolerated I believe.

(b) Increase the fees? But in Medicine they are as high as in most first class Universities. If in Applied Science and Arts they were to be seriously raised students would go to cheaper institutions and our income would not be increased nor the overhead charges appreciably lessened.

(c) Meet the deficiency from provincial revenues. If the Succession duties had maintained the standard they reached a few years ago we should not now be where we are, but they kept falling for several years just when our expenses were growing because of our rapidly increasing

student body.

The University can never forget the immense benefits conferred upon it by Sir James Whitney and his Government. In a period of necessity it found a generous benefactor, but it would be a thousand pities to check its course when it had been launched so happily upon a new era of prosperity.

Yours sincerely,

President.

J. E. C. Whalley, Fsc., B.A.,
Editor, "Review",
Peterborough, Ont.

University of Toronto.

PRESIDENT'S OFFICE.

I have therefore felt that I should like to write you at
~~the~~ ~~review of your~~ length on this matter, not for pub-
 lication but for your own personal.

Dear Sir -

I have read with much interest the leader in ~~for~~ the issue of - for which I assume that I am indebted to your courtesy. It is very satisfactory ~~for~~ to observe that you take a friendly attitude to the University & that your criticisms are actuated by good-will. ~~Many of the positions that you take with regard to the expenditure of the Board of Governors must at first sight appear~~ In taking the position that the university Governors must recognize the present financial conditions of the country you are quite reasonable, and this has been done ^{for} during the present ^{academic} year. Since the opening of the war we have cut down our expenses to a minimum. However I think that I can show you that it would be extremely injurious ^{to the University if} ~~for~~ the Government ^{were} ~~to~~ set a figure beyond which the university expenses should not go. Let me outline for you the ~~controllable & uncontrollable~~ ~~sources~~ causes of expenditure

Non-Controllable (a) Permanent charges for buildings authorized by Government ^{economically built} & absolutely necessary to house the growing numbers of students. No new buildings have been begun within the last three years. Unlike other universities we have ^{no income} to pay interest on 40 year debentures or for the erection of these buildings -

\$ (66,000)

(b) For the heating & lighting of the buildings - a great saving since the ~~old~~ ~~new~~ ~~central~~ system has been installed the cost having dropped from 4¢ per sq ft of radiators to 21.15¢.

\$ 40,000

(c) For the Royal Ontario Museum, half of which is paid by the Ontario Government - an amount agreed upon annually. We use it for our teaching purposes also.

\$ 15,000

(d) The Boardman & Dining Halls, self-supporting

600
\$ 53. ~~500~~ (?)

Partly Controllable

(a) Salaries for members of the Staff & Servants 65% of the total expenditure apart from the self-supporting institutions

800
\$ 557.794 =

(b) Maintenance of buildings, (cleaning, repairs &c) & laboratories ^{Library, Administration (apart from salaries)} \$ 198,700

That item for salaries may seem large, but on analysis it is divided up into those of the teaching staff & the administrative offices. It must be remembered that the university is educating 4200 students in attendance - no large number of summer session students as in the American universities whose instruction is comparatively cheap. We ~~are~~ have ^{being taught by the Prof.} nearly 2000 students in arts & the ~~rest of the~~ expense of the costly departments, - the scientific side & all the laboratories & the large debt necessary for such varied & extensive work, ^{in arts & the} the 650 students in medicine, & as many in Prof. - both very expensive for maintenance. With our ^{many} ~~very varied~~ degrees, the complicated collegiate system & the ^{different} ~~various~~ courses in arts, the administrative work is very heavy and after careful consideration I do not see how our already overworked staff can be reduced.

On the teaching side the Staff may seem to be large, but if you eliminate the large medical staff ~~about the same~~ medical teachers, who are ~~very~~ numerous who receive only honoraria for their instruction, it will be found that relatively to the number of students taught we have a small staff. ~~What can a teacher~~ As you know a teacher can not do justice to individuals in large classes. ~~Under the present regulations for~~ ^{their pupils} ~~such as~~ in collegiate institutes ~~for a~~ ^{to a} ~~room~~ ^{teacher are regarded as} ~~one~~ ^{for him to deal with} ~~for~~ we often doubt that in ^{any} language teaching. For ~~some~~ practical laboratory work and demonstration should not be mere ~~tokens~~ at the outside. As compared with the good American universities we are understaffed.

The other cause of our expenditure on salones is their scale. If you compare them with those of any large American university, especially in a city of the size of Toronto with its cost of living, you will discover that our salaries ^{are} ~~are~~ moderate. At the bottom we find it extremely difficult to get good men to come & to stay with us. Unless we promote the best we lose them. ~~At the top we are constantly~~ In the intermediate ranks, & at the top, we are constantly having men tempted away by large salaries, & in spite of what is

University of Toronto.

PRESIDENT'S OFFICE.

Commonly supposed, the supply of good men for academic positions especially Canadians is small. During the last few years other professions have offered much more lucrative inducements. Unless then we are to ~~can~~ be content with a deteriorating staff we cannot reduce salaries.

As to maintenance, the cost of supplies has been constantly rising as well as labour. Buildings must be cleaned & kept in repair; ~~all~~ laboratories must be supplied for students who pay fees, apparatus be installed for them to work with, & a certain amount must be set aside for the research work of professors. But I may assure you that these estimates are carefully scrutinised & pared down every year.

Many years ago the plan was adopted of giving annual increments of \$100 a year to each of teachers within certain grades. The necessary addition to the staff with increasing ^{or expanding} ~~new~~ students, & the promotions involve therefore an increase in the ^{total} amount paid every year in salaries.

As to departments, ^{no new faculties have been added since} ~~all the large faculties were fixed at the time of the~~ Reorganization ^{nine} ~~eight~~ years ago. Within these ^{a few} ~~new~~ departments have been added from time to time, but only to meet necessary requirements so that in medicine & applied science especially our students may be kept abreast of the modern professions of the standards of the professions today.

If you could look through the university department by department you would discover not extravagance, but many places where we are not doing justice to the student & the province because ~~for~~ being cramped for funds we have to leave ^{some} things unfinished or ^{others} unattempted that ought to be undertaken.

Probably the most obvious proof that we are running on a very low income considering the size of our student body, is a comparison of the cost per student in the large American or English provincial universities with ours. I enclose a calculation I made two years ago. Today our cost per student has risen to.

University of Toronto.

PRESIDENT'S OFFICE.

If then the work already undertaken has to be continued & ^{if} it cannot be done
 more cheaply unless the ~~entire~~ youth of our country are to get an inferior education
~~what is then, how are we to raise funds to carry on the university, what~~
 is the province to do.

(a) Limit the number of students? But we have put up standards
 so rapidly during the past five years that we are getting complaints
 from the country. And to turn back students from the Provincial
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The University can never forget the immense benefits conferred
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~~stop~~ ^{stop} check its course, when it ^{had} ~~had~~ been ~~to~~ ^{to} ~~once~~ launched upon
 so happily upon a new era of prosperity.

